

A Decade of Military Support



Coastal America Partners A Review for 2001



DRAFT
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EXECUTIVE SUMMARY

Coastal America has included military involvement in the partnership since its inception. The Departments of Army, Navy and Air Force were signers of the original Memorandum of Understanding (MOU) signed in April 1992. In addition, the Department of Transportation (DOT) signed the MOU including the Coast Guard. Early authority to work with non-Department of Defense (DoD) organizations came from a variety of sources including the Support for Others Program and the Economy Act (31 U.S.C. 1535 and 1536). Now the military has new energy and an increased commitment to implement many of the Coastal America projects through its Innovative Readiness Training (IRT) Program as delineated by DoD Directive 1100.20, "Support and Services for Eligible Organizations Outside the Department of Defense." In addition, IRT training opportunities are being realized through the newly assigned Coastal America Military Liaison who identifies and links military training needs with non-DoD coastal ecosystem restoration needs.

Military commanders can find many advantages in accomplishing their required training through IRT and Coastal America. Training opportunities provided off of DoD facilities can be uniquely realistic while at the same time providing benefits to local communities. Training through the IRT process enhances the military's image within our local hometowns while improving the morale and retention of the military's most important resource, its people.

IRT should not be thought of as just another new program, but as an opportunity for commanders to meet their mobilization readiness requirements while enhancing morale and contributing to military recruiting and retention. The types of training accomplished in the last decade have included the removal of obsolete and unsafe dams using construction and demolition techniques, installation of culverts to enhance water flow, and contouring terrain to build wetlands, marshes and sand dunes. Through IRT and Coastal America, military commanders have received more return for their training dollar.

This report offers examples of activities the military has performed to support Coastal America goals and projects under different authorities. At times, emphasis is placed on IRT as that program is new and has distinct advantages. Many lessons were learned during the last decade and are provided in this document. In addition, this report provides some of the basic tools for military commanders and communities to "get the ball rolling" through their Coastal America Regional Implementation Teams (RITs).



A Decade of Military Support for Coastal America Partners A Review for 2001

SECTION I. BACKGROUND

In 1992 the Army, Navy and Air Force and the Department of Transportation signed a Memorandum of Understanding (MOU) with four other Federal Departments and the Council on Environmental Quality (CEQ). This memorandum established the Coastal America Partnership and its principles for action; i.e., to protect, restore, and maintain the nation's coastal living resources. Thus, the Uniformed Services, including the Coast Guard, have worked with Coastal America Partners in many activities ranging from restoration and protection of coastal ecosystems such as marshlands and reefs to the removal of obsolete and unsafe dams to restore migration paths of anadromous fish, such as salmon and striped bass. The 1992 MOU also describes the responsibilities of the partners, the Coastal America Partnership structure, and establishes the Coastal America Office, which serves to coordinate and facilitate partnership activities.

The MOU has been reaffirmed two times since 1992. In 1994, the Department of Energy, Department of Housing and Urban Development, and the Environmental Protection Agency joined the partnership. In addition, the Deputy Under Secretary of Defense for Environmental Security (DUSD(ES)) signed for the Department of Defense.

Most recently, the partners reaffirmed the MOU by signing a Commitment to the Partnership in December 1999. The signers clarified the funding and administrative support provided by the partners. As a result of this last agreement, the Department of Defense assigned a Military Liaison to Coastal America in April 2000 to represent the Innovative Readiness Training (IRT) Program and coordinate IRT activities with Coastal America projects. These agreements are provided in Appendix A.

In summary, the federal partners in Coastal America include the Departments of Defense, Army, Navy, Air Force, Energy, Agriculture, Commerce, Interior, Transportation, and Housing and Urban Development, and the Environmental Protection Agency and CEQ of the Executive Office of the President. The military has supported Coastal America since the first MOU, and most recently has strengthened its ties with the assignment of the Military Liaison. (Figure 1)



Figure 1. Seals of the Uniformed Partners

SECTION II. COASTAL AMERICA ORGANIZATION

The Coastal America Partnership is organized on three levels: national, regional, and local. At the national level, policy is formulated and broad direction is provided. On the regional level, representatives from the partnership work with state and local groups to select and plan projects. The local level implements those projects.

A. National Level

Principals Group. The Principals Group is a sub cabinet level committee of Assistant or Under Secretaries from each of the federal signatory agencies. They meet at least twice a year and are responsible for establishing overall program direction, addressing broad multi-agency policy issues related to collaborative implementation of the signatory coastal programs. They are also responsible for reviewing and approving the budget for the Coastal America Office and establishing direction for the National Implementation Team (NIT). Four of the Principals come from the military, representing the Office of the Secretary of Defense and the Secretarial offices of the Army, Navy and Air Force.

National Implementation Team (NIT). The NIT is composed of senior management representatives from each of the partnership agencies. Each representative is designated by their Assistant or Under Secretary and represents their agency at national meetings. The NIT meets monthly and provides advice and direction to the Coastal America Office. They also represent Coastal America in various forums; facilitate the coordination of national, interregional and other large projects; and provide assistance to regional public education and outreach efforts to facilitate public awareness, support and involvement. The Army, Navy and Air Force represent themselves on the NIT. The Military Liaison from the Office of the Secretary of Defense participates on the NIT.

Coastal America National Office. The Coastal America Washington D.C. Office is the partnership catalyst that maintains continuity for the program at the national level. It conducts numerous administrative activities, including: maintaining day-to-day contact with the Regional Implementation Teams (RITs); providing administrative support to the NIT; organizing meetings for the RITs and NIT representatives to discuss and resolve policy issues; producing reports and outreach material; and overseeing and managing workgroups. The working groups concentrate on policy, education and outreach, technology transfer, and regional



Figure 2. Coastal America Seal

planning. (Figure 2)

The national office is composed of Federal employees on detail from the partner agencies. Since the inception of Coastal America, military details have been from the Corps of Engineers. Most recently, the Assistant Secretary of Defense for Reserve Affairs, the Directorate of Civil-Military Programs has assigned an officer to serve as the Military Liaison to Coastal America. The first Military Liaison assigned was an Air Force Colonel, Bioenvironmental Engineer.

B. Regional Level

Regional Implementation Teams. RITs are selected by the partnership agencies. They collaborate to develop local, watershed-focused proposals, which could be enhanced through the Coastal America partnership. Military representatives are included on each of the teams. One of the major functions of the RITs is to develop regional action strategies designed to define major issues, concerns, and opportunities, and to develop goals and objectives for addressing these issues. Since not all projects have the same urgency, the RITs also establish priorities for project implementation from the list of proposed collaborative projects. The RIT Chairs are selected by their regional team and participate by conference call in the monthly NIT meetings. The regions facilitate and encourage a strong geographic focus. Similar to the national level, Regional Principals provide overall policy and direction to the Regional Implementation Teams.

Military Subcommittees. A new addition for the year 2000 is the establishment of Military Subcommittees to the Regional Implementation Teams. These subcommittees assist the Regional Teams in identifying military units that can potentially focus their IRT activities on Coastal America Projects. The Coast Guard, an agency within DOT, is included as a Military Service and participates on the Military Subcommittees. Participants from the military include active and reserve personnel and DoD civilian employees.

C. Local Level

Project Teams. Project Teams are formed by the RITs for those projects determined to meet the criteria agreed upon by the Principals. The project teams usually have one or more Federal sponsor(s) committed to securing funding and a written commitment from at least one non-Federal sponsor affirming support for the project. Typically, at least three Federal sponsors and more than one non-Federal sponsor participate on the Project Teams. Team leaders have often been representatives from the Corps of Engineers as they are recognized as the Federal Engineer and are expert planners and have experience coordinating projects among non-DoD organizations. In addition, active duty and reserve military units participate on the teams usually as a source of labor and equipment. Military

personnel and units can participate under a number of authorities, including Section 2012 of title 10, United States Code, “Support and Services for Eligible Organizations and Activities Outside the Department of Defense.” This authority and others will be discussed later in this report.

Coastal Ecosystem Learning Centers (CELCS). The CELCs initiative was established in May of 1996. This concept was designed to extend the Coastal America Partnership process to federally and non-federally operated facilities that educate the public about coastal environments and their inhabitants. The CELCs are typically aquariums or marine education facilities. To date fourteen CELCs have been designated throughout the country, with several other candidates being evaluated. The military and the Coast Guard have responded to requests from our CELCs to transport stranded marine animals. Animals transported have included dolphins and a whale.

D. Organization Summary

In summary, the Principals provide Coastal America policy and direction. The National Implementation Team and Regional Principals provide direct contact to the RITs and the Coastal America Office in Washington, D.C. The Regional Implementation Teams select and coordinate projects among their regional members. Local project teams and the CELC’s work under the oversight of the RITs as shown in Figure 3.



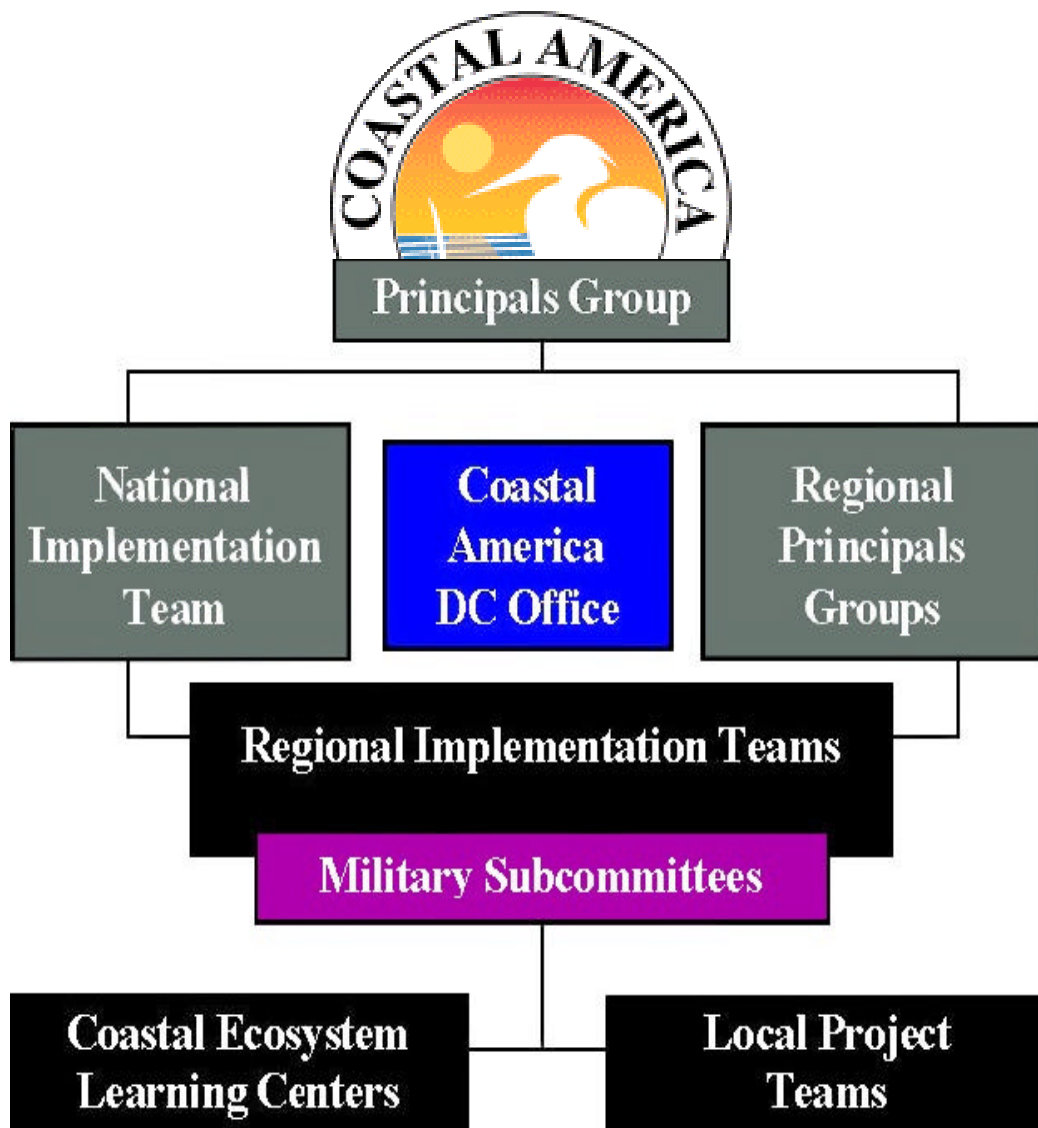


Figure 3. Coastal America Organization

SECTION III. MILITARY AUTHORITIES AND PROGRAMS APPLICABLE TO COASTAL AMERICA PARTNERS

The Department of Defense provides services to non-DoD organizations and non-profit groups under a number of programs. Among these are emergency services requested by the Director, Federal Emergency Management Agency under Public Law 93-288. However, other than emergencies and specific services authorized by Congress, the military, and specifically the U.S. Army Corps of Engineers (USACE), has the authority to provide services under the Intergovernmental Cooperation Act (31 U.S.C. 6505); the Economy Act (31 U.S.C. 1535); and the Chiefs Economy Act (10 U.S.C. Section 3036(d)). In addition, the military including the Coast Guard, has the authority to provide air transport and other services under the Economy Act (31 U.S.C. 1535 and 1536). Services provided under the Economy Act can only be provided under a reimbursable basis.

Most recently, Congress authorized the military, along with the Coast Guard, to provide support and services to non-DoD organizations and activities with the provision that such assistance is incidental to accomplishing required training. These services provided in conjunction with training are not reimbursable; however, expendable costs may be reimbursed.

In addition, Executive Order 12962, signed June 7, 1995, recognized the social, cultural, and economic importance of recreational fisheries and directed Federal agencies, to the extent practicable, “to conserve, restore, and enhance aquatic systems....” The order also directed Federal agencies to establish cost-share programs, under existing authorities, that match or exceed Federal funds with federal contributions. Through Coastal America a process is in place to identify cost sharing opportunities for designated projects.

A. Support for Others - Economy in Government Act

USACE may engage in Support for Others (SFO) reimbursable work under the Economy in Government Act (31 U.S.C. Section 1535); the Intergovernmental Cooperation Act (31 U.S.C. Section 6505); and the Chiefs Economy Act (10 U.S.C. Section 3036(d)). Through SFO programs, the Corps of Engineers uses its engineering, environmental, and project management expertise to help other federal agencies execute their missions. The program makes the Corps' resources available to a wide number of agencies, such as the Environmental Protection Agency, NASA, Department of Housing and Urban Development, Department of Transportation and the National Park Service. The Intergovernmental Cooperation Act (31 U.S.C. 6505) and 10 U.S.C. 3036(d) give USACE authority to provide reimbursable services to state and local governments. More details about the program can be found in Appendix B.

A point of contact at Headquarters, USACE is Mr. Don Kisicki, Chief External Affairs Branch, ATTN: CEMP-NR, 441 G Street, NW, Washington, DC 20548, phone 202-761-4273, (donald.r.kisicki@usace.army.mil).

SFO Example: LaGrande Construction Dam Removal. An example of work accomplished under SFO was the removal of LaGrande Construction Dam in a rural area of Washington on July 10, 2000. The USACE, Seattle District supported the local community by planning the destruction of the LaGrande Dam on the Nisqually River. The dam was 88 feet long and 17 feet high. (Photo 1) The District also coordinated the demolition work as a training exercise by Army Special Forces out of Fort Campbell, Kentucky. The Army trained with live explosives to breach the dam as part of a military exercise.



Photo 1. The LaGrande Construction Dam on the Nisqually River, Spring 2000

In summary, SFO includes work performed by the USACE under applicable Federal law and funded by non-Department of Defense (DOD) Federal agencies, states or local governments of the United States. This includes all 50 states and the District of Columbia, Puerto Rico and Northern Mariana Islands, and the Territories of the U.S. Virgin Islands, Guam and American Samoa. All work under SFO is reimbursable to the USACE.

B. Airlift Support of Marine Mammals and Protected Species – The Economy Act

DoD and the Coast Guard receive many transportation requests for worthwhile projects; however, the military and the Coast Guard are prohibited by law from providing airlift to non-DoD activities unless it is:

- Of an immediate emergency or lifesaving nature
- In direct support of the DoD or Coast Guard mission
- Specifically authorized by statute, or
- Requested by the head of an executive agency of the federal government pursuant to the Economy Act (31 U.S.C. 1535 and 1536).

Requests to use DoD resources to transport non-DoD goods and personnel must be sponsored by a federal government executive agency. Requests must be signed by responsible senior officials of the requesting agency to certify that movement is in the national interest, that commercial transportation is not adequate, and that reimbursement will be provided. Appendix C provides more detail on DoD transportation policy.

The point of contact in the Pentagon for transportation issues under the Economy Act is Colonel Terry Kinney (kinneytj@acq.osd.mil), Office of the Assistant Under Secretary of Defense (ADUSD) for Transportation Policy, 3500 Defense Pentagon (2B278), Washington, D.C. 20301-3500, phone, 703-697-7288.

Economy Act Air Transport Example: Transport of Kieko the Whale. The Coast Guard, Navy and Air Force have moved marine animals under the authority of the Economy Act. The Air Force responded to requests to move a whale named Kieko from Oregon to Iceland and used air rescue helicopters to move dolphins within Florida. In 1994, the Navy responded to a request to move a pygmy sperm whale from Norfolk, Virginia to Baltimore, Maryland. However, the Coast Guard has been the most active of the uniformed services in moving marine animals in the 1990's.

In the previous decade, the Coast Guard has moved dolphins, sperm whales, porpoises, a pilot whale and a manatee. In 1994, a Coast Guard unit out of Air Station Elizabeth City, NC transported one 1400-pound Florida Manatee (Photo 2) from BWI Airport in Baltimore to Orlando, FL for continued rehabilitation and eventual release off Cape Canaveral, FL. Appendix D provides a list of selected Navy and Coast Guard missions supporting the National Aquarium of Baltimore.



Photo 2. Chessie the Manatee Returned

The National Aquarium in Baltimore, a national leader in marine mammal rehabilitation, has successfully worked with the United States Coast Guard and the United States Navy in the past to airlift stranded and endangered marine animals to and from facilities in the mid-Atlantic region of the U.S. to northern and southern coastal areas. Each time these missions were undertaken they were categorized as readiness training missions or were associated with routine fisheries patrols.

C. Innovative Readiness Training – U.S.C. Title 10, Section 2012

History of Innovative Readiness Training (IRT). The IRT program was initiated in the 1990's. In 1992 the Senate Armed Services Committee noted that the military could provide benefits to their communities during training activities. Shortly thereafter, the Directorate of Civil-Military Programs was created within the Office of the Assistant Secretary of Defense, Reserve Affairs (Readiness Training and Mobilization), also known as ASD/RA. In 1996 Congress passed legislation authorizing the military to provide support and services to eligible organizations and activities outside DoD, with incidental benefits resulting from the training activities. This authority is Section 2012 of Title 10 U.S.C., "Support Services for Eligible Organizations and Activities Outside DoD,"

Shortly after the statutory legislation, ASD/RA published DoD Directive (DODD) 1100.20, "Support Services for Eligible Organizations and Activities Outside DoD," January 30, 1997 as shown in Table 1. ASD/RA also published guidelines to the military services for implementing the IRT program. Army, Navy and Air Force implementing documents are:

- Air Force Instruction 36-2250, 1 March 1999
- OPNAV Instruction 1571.1, 4 November 1999
- Army Policy and Procedures, April 2000

These documents, including the IRT Guidelines are located on the Secretary of Defense Web page: <http://raweb.osd.mil/initiatives/irt.htm>. An abridged version of the Guidelines is provided in Appendix E.

Benefits of the Program for the Military. The benefits of the IRT program to the public are straightforward. Training resources of the military can be focused on community efforts, saving communities the cost of going alone on a project.

The benefits of this program to the military are very significant. The program gives military commanders the opportunity to get more out of their training dollars or “more bang for the buck.” In addition to accomplishing required training, IRT projects contribute to improved morale and retention of military personnel because the troops are conducting training with an incidental benefit to the community. Participation in IRT projects can also result in improved public relations.

All members of a local team need to know why the military might prefer to participate in Coastal America projects:

- Training is realistic and offers incidental benefit to local communities.
- The Office of the Deputy Under Secretary of Defense for Environment Security and the Military Services jointly signed a Memorandum of Understanding (MOU) with other Federal partners agreeing to support the Coastal America Partnership.
- The military can build better relations with their host communities through the Coastal America Partnership and IRT participation.

Table 1. IRT Background

YEAR	MILESTONE
1992	Senate Armed Service Committee (SASC) noted opportunities for enhancing military readiness while assisting domestic needs.
1993	Directorate of Civil-Military Programs created in ASD/RA
1996	Section 2012 of Title 10 USC, “Support Services for Eligible Organizations and Activities Outside DoD”
1997	DoD Directive 1100.20, “Support and Services for Eligible Organizations and Activities Outside DoD”

The IRT program is designed for training of combat and combat service support units and individuals. Coastal America projects typically can take advantage of the military unit capabilities in transportation and engineering provided that its training needs, as laid out in the Mission Essential Task List (METL), are met. Military personnel are required to receive training in areas appropriate to their unit or individual specialties.

The OASD/RA point of Contact for the IRT is Colonel Fleek, Director, Innovative Readiness Training, Pentagon Room 2E515, Washington, DC 20301-1500, phone 703-693-8618, (dfleek@osd.pentagon.mil).

IRT Example: Removal of the East Machias Dam and Power Plant. Few IRT projects have been completed to date within the Coastal America Partnership. Hopefully, the East Machias project will demonstrate to military commanders the advantages of working with Coastal America while accomplishing their training.

An excellent IRT project was the removal of the East Machias dam and power plant in Maine during the summer of 2000. The East Machias Dam was built in 1926 and was formerly the Bangor Hydro-Electric Company Dam on the East Machias River. Owned by the Town of East Machias, the dam was a safety hazard as well as an obstruction to anadromous fish migration. Removal of this obsolete dam provided improved safety to the town and improved fish habitat by creating more resting pools. The effort restored more than 100 stream miles of anadromous migration routes. (Photo 3)



Photo 3.

Before and After –
East Machias Dam Removal
by the
Air Force Reserve Command



The local team was lead by the Maine Atlantic Salmon Commission. As is typical of Coastal America, there were many other partner organizations which participated in this project. These included:

- Air Force Reserve Command
- Down East Salmon Federation
- East Machias River Watershed Council
- Maine Atlantic Salmon Federation
- Maine Department of Marine Resources
- Town of East Machias
- US Fish and Wildlife Service.
- USACE New England District
- USDA Natural Resources Conservation Service

The Corps of Engineers and the State of Maine obtained the required permits. The Air Force Reserve Command (AFRC) provided the labor and equipment with supplemental funding from OASD/RA. AFRC coordinated the IRT efforts of seventeen (17) reservists during the summer of 2000. Air Force engineers and one medic worked as a team to demolish the dam and power plant from June through July 2000. (Photo 4)



Photo 4. Air Force Operator on the East Machias River

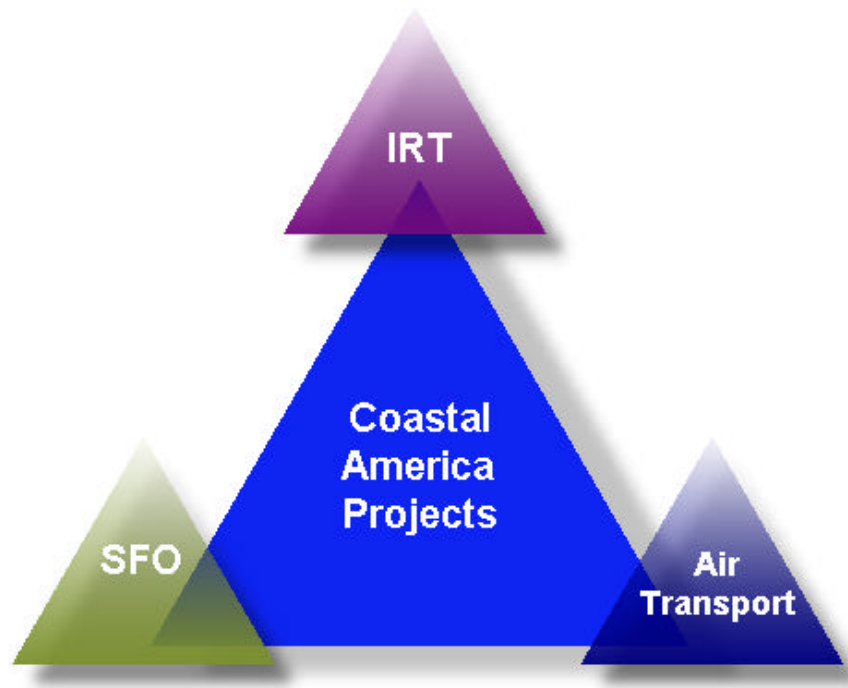


Figure 4. Intersection of Military and Coastal America Projects

SECTION IV. HOW TO GET THE MILITARY INVOLVED WITH YOUR COASTAL AMERICA PROJECTS

A. The First Step

The first step is for representatives of local, state and Federal agencies or nonprofit organizations to approach the Chair of the Coastal America Regional Implementation Team (RIT) to discuss their project. The team selects projects that meet the goals of Coastal America. The RIT Chair uses the team's Military Subcommittee and Coastal America's Military Liaison to identify and contact potential military partners.

B. The RIT Chair Establishes a Local Project Team

The RIT Chair organizes and initiates the actions of the Local Project Team. The team participants need to meet to plan what the role of each of the team members will be. This usually requires breaking up the project into manageable tasks. The military unit needs to understand which of the tasks could be accomplished with its resources whether it is SFO, Economy Act or IRT.

In addition, the team must provide project descriptions to assist the military commander with the determination that the project is compatible with the unit's training requirements if IRT authority is being considered. Agencies or government organizations requesting services must provide non-competition statements to the military unit.

For all IRT projects the required signature is a General or Flag officer, which is then submitted through the appropriate chain of command per their service instructions.

C. Funding, Requests and Approvals

A variety of funding sources are available for Coastal America projects. The RIT Chair is usually prepared to identify funds that could be made available depending upon the specific project. Under the Economy Act costs are reimbursable to the military unit doing the work. Under IRT, units may use their pre-programmed training funds; however, supplemental funding is available from OASD/RA for Operations and Maintenance (O&M) and Pay and Allowances (P&A).

Per OASD/RA IRT Guidelines, units must submit their funding requests through their chain of command before the end of February for the next fiscal year funding. Each of the Military Services has developed procedures to follow when no funding request accompanies the IRT package (Table 2).

Table 2. IRT Resources and Authorities

PROJECT REQUEST	APPROVAL LEVEL NEEDED
No IRT Supplemental Funds Requested	Per Military Service Regulation/Instruction
IRT Supplemental Funds Requested	OASD/RA
Non-Eligible Non-Profit Organizations Requested	OASD/RA

The Coastal America Military Liaison is available to assist project officers in the preparation of these packages.

D. Procedures for the RIT Chairs

The Coastal America Regional Implementation Team (RIT) Chair must be aware of the following steps for applying the IRT program to Coastal America projects:

1. Identify potential Coastal America projects applicable to the IRT.
2. Use the Points of Contact provided in Appendix F.
3. Seek the recommendations of the RIT Military Subcommittee members to identify potential military units that could be used.
4. Formally contact the local military commander, preferably with one of your military team members.
5. Organize the proposed project into tasks that meet the unit's METL.
6. Seek The Adjutant General (TAG) review and endorsement if the Guard is involved.
7. Ensure environmental assessment documentation for inclusion with review package.
8. Ensure the non-competition requirements are met.
9. Seek the assistance of the Coastal America Military Liaison to follow the IRT package through the final approval. Unit commander submits package through chain of command.
10. Ensure IRT funding requests are forwarded to OASD/RA by the end of each February for the next fiscal year funding.
11. Assist the appropriate military personnel with the After Action Report.

SECTION V. MILITARY EXPERTISE AND OPPORTUNITIES

The military has very comprehensive sets of expertise that translate to many opportunities for Coastal America Partners. In addition to the discussion below on the capabilities of the military services, Appendix G provides a list of past and proposed projects with military involvement.

A. Army

The Army units can complete both transportation and engineering projects. Single vehicles or convoys of vehicles can be arranged for state-to-state transportation. The Army operates heavy boats, tugs and barges. The Army Engineer units do a variety of construction work such as building and demolition of structures, and grading and contouring of land. An example of pre-IRT training was Army Reserve bulldozer operations for the Ninigret project in Rhode Island, where an old Navy airfield was removed and marshland recovered. In addition, the Army constructed elevated walking paths as an educational feature for recovered marshlands.



Photo 5. Army vertical construction

B. Navy

The Navy has offered a variety of services to Coastal America Partners including: grader operation, timber bridge construction, well drilling, field engineering, field mechanics, roofing, surveying, carpentry, concrete placement, bulldozer operation, planning and estimating, construction management, and tractor trailer operation. Naval construction brigades have participated in the following types of projects: road construction, fisheries improvements, housing repairs, dam improvements, horizontal site work, and site improvements. Navy Seals have applied their training to mapping and marking of kelp beds. Naval air units, under the authority of the Economy Act, have transported marine mammals in cooperation with Coastal America's CELCs as discussed in Section III, Part B.

C. Marines

The Marines are usually first ashore as the first line expeditionary groups. The type of work they do is often more “rugged.” The Marine Combat Engineers are required to practice demolitions (including using explosives), dig holes, move large quantities of earth, and pour concrete. Marine Support Engineers are responsible for more permanent and refined civil engineering work than the Combat Engineers. This includes building structures and roads. In 1999, active duty Marine units in partnership with the State of North Carolina and other Coastal America Partners removed the Rains Mill Dam on the Little River in North Carolina. Marine reserve and active duty units have expressed interest in doing more dam demolition work, especially in remote areas where explosives can be used.

D. Air Force

The Air Force units can do horizontal construction (earth moving, etc.) and vertical construction (such as “butler” buildings), well drilling and demolition work. For example, the Air Force Reserve removed an obsolete dam and power plant in Maine as discussed in Section III, Part C. This was the only IRT project completed in cooperation with Coastal America in calendar year 2000. As the dam and power plant were in close proximity to historical buildings, hydraulic jackhammers were used instead of explosives. The Air Force has also transported stranded marine mammals under the Economy Act. (Photo 6)



Photo 6. Air Force C-130 Being Loaded.

E. National Guard and Air National Guard

Although the National Guard and the Air National Guard may report to the Army and the Air Force, the Guard deserves separate mention as the Guard units have

uniquely close relationships with their civilian communities and respective states. In the summer of 2000, the South Carolina National Guard, as part of a related IRT project called REEFEX, barged materials outside the Charleston Harbor to build up the Charleston Nearshore Reef. (Photo 7) Materials included concrete and steel debris, produced from the 437th Civil Engineering Squadron's work to replace runways. Charleston Air Force Base programmed a Pollution Prevention (P2) project in FY2000 to remove the debris. These funds were sent to the South Carolina National Guard to do the work. The effort involved the Army, Navy, Air Force and local governments.



Photo 7. South Carolina National Guard Barge Operations, July 2000

F. Coast Guard

The Coast Guard's rescue and environmental missions are directly applicable to Coastal America efforts. (Photo 8) Training is needed to support that mission and as such, the Coast Guard has been more active in the last ten years than any



Photo 8. Coast Guard Helicopter Dolphin Rescue and Crew Free an Entangled Humpback Whale from Fishnet

other



Photo 9. Coast Guard Sea and Air Operations in Hawaii



Photo 10. Coast Guard Recovery of Fishnet from
Lisianski Island and Pearl and Hermes Reefs

military service with the transport of marine mammals. The Coast Guard, as shown in Photos 8, 9 and 10, has used air and sea power to rescue marine mammals and restore reefs. Appendix D lists selected missions completed for the National Aquarium in Baltimore during the last few years. The Coast Guard has expressed interest in becoming more active with the Coastal America Partnership.

SECTION VI. MORE EXAMPLES OF COASTAL AMERICA PROJECTS WITH MILITARY INVOLVEMENT AND ASSOCIATED LESSONS LEARNED

The military services are committed to ensuring that environmental considerations are part of their missions. The following projects highlight the military services' involvement in and commitment to environmental restoration and protection. A more complete listing of projects identified with the corresponding Regional Implementation Team is provided in Appendix G.

A. Ninigret National Wildlife Refuge Restoration, Rhode Island

Background. In 1970, the Department of Defense discontinued use of the Charlestown Naval Auxiliary Landing Field and transferred nearly 400 acres of the property to the U.S. Fish and Wildlife Service (USFWS) for inclusion in the Ninigret Wildlife Refuge. Aging asphalt runways covered nearly 70 of the 400 acres. Although representing one of the northeast's high priority habitats for restoration and protection, the estimated cost to remove the runway, ranging from \$1,700 to \$7,000 per acre, was prohibitive. (Photo 11)



Photo 11. Army Reserve Restores Ninigret Wildlife Refuge Sandplain (left showing Naval Airfield before Army action on right)

Military Involvement. In 1997, the Coastal America Partnership facilitated an arrangement between a U.S. Army Reserve Unit, the 368th Construction Battalion, and the Refuge whereby the reserves would perform earthmoving, asphalt removal and site preparation as part of their annual two-week heavy equipment training exercise. Through this collaborative venture among nontraditional partners, 30 acres of sandplain grassland habitat were restored at significantly reduced costs. The cost, less than \$250 per acre, was for fuel to run the equipment used by the reservist unit. The reservists benefited from the heavy equipment training while making a significant contribution to their community. The project celebrates a nontraditional partnership between a military department

and a natural resource agency. In recognition of this significance, the project earned a 1998 Coastal America Partnership Award.

Lessons Learned. The project was one of the first to demonstrate that coastal restoration could be accomplished in a highly cost effective manner. In addition, projects can be accomplished over a period of years provided the tasks can be segmented for short durations applicable to reserve training schedules. This project demonstrated the importance of breaking up large tasks into manageable units. In addition, other lessons learned included:

- Military personnel are enthusiastic.
- Early scheduling is important.
- Permits need to be in hand before engineering work is done.
- Be flexible because the military unit could be mobilized to a different assignment at the last minute.
- Awards to the troops are good for their careers.

B. Mobile Bay, Delta Wetland and Oyster Reef Restoration, Alabama

Background. Mobile Bay lost approximately 50 percent of its oyster reefs in the last 100 years and its wetlands decreased by over 30 percent since 1950. The primary causes of this decline are habitat degradation and non-point source pollution. This project involved restoration and protection of oyster reef habitat and restoration of wetland habitat.

The Alabama Department of Conservation and Natural Resources, Marine Resources Division (MRD), who provided a portion of the funding, accomplished the oyster reef restoration and protection. The EPA provided the federal share of the funding through its Gulf of Mexico Program. The Corps provided assistance in permitting and technical design. The USFWS provided technical assistance and administered a grant to the state. The wetland habitat restoration involved the provision of design, construction and maintenance services for the wetland area, plus cost sharing by the State of Alabama.

Military Involvement. As part of a training exercise, Army Reservists provided cleanup and removal services for contaminated sediments in the project area, and aided in the construction of weirs, providing water to the salt marsh. They also graded and contoured an area adjacent to the lab facility to help create a functioning wetland area to be used for student training and education. The partnership allowed the rapid implementation of the project over a 24-month time frame instead of the typical 5-6 year time frame for completion. These partnership activities demonstrated the value of cooperation, project scale, enhanced funding and the benefits to be gained from efficiently using the services

of volunteers and Army Reservists in a rather unusual, but highly effective manner.

Lessons Learned.

- The Army has demonstrated that it works well in the Coastal America Partnership.
- Contouring the land for environmental benefits by combat units was successfully demonstrated. (Photo 12)



Photo 12. Dauphin Island Dune and Wetlands Restoration, Alabama

C. Seagrass Bed/Boating Damage Protection Project, Florida

Background. Sea grass beds provide critical nursery grounds for many fish and crustaceans. They also capture sediments and stabilize the water bottom, improving water quality. Unfortunately, they are highly sensitive to damage by motorized vessels.

Military Involvement. In an effort to alleviate the destruction of seagrass, the Naval Air Station at Key West provided divers as part of a training exercise to assist the State of Florida in placing buoys to mark the location of fragile seagrass beds in the John Pennekamp Coral Reef State Park.

Lessons Learned. The skills of Navy Seals are not normally thought of as being applicable to environmental protection. The lesson here is to “think out of the box.” Underwater mapping by Seals is an important training exercise whether they are mapping mine locations or seagrass beds.

D. Navy Eelgrass Study, Narragansett Bay, Rhode Island

Background. In August 1997 the Coastal America partnership team carried out its investigation into the acoustic properties of eelgrass in Narragansett Bay. This study created an interagency effort from a previously disassociated group of efforts for mapping eelgrass beds. The Navy, at the U.S. Naval Undersea Warfare Center (NUWC), was working independently on detection of submerged vegetation due to its military implications for hiding undersea mines. The Corps was mapping seagrass because of its habitat value and significance for dredging

projects. The USFWS and EPA's National Estuary Program were interested in seagrasses for habitat management purposes.

Military Involvement. The Corps integrated its 410-kHz sonar with differential Global Positioning Systems (GPS) for accurate positioning and recorded acoustic backscatter from eelgrass beds. The Navy dive team performed ground truth referencing by carrying out sampling in four quadrants and filming more than 50 minutes of underwater video. NUWC engineers also deployed a 100-kHz EG&G side-scan sonar to image areas of seagrass and the boundaries of the eelgrass beds. All eelgrass samples obtained by the NUWC dive team were analyzed at the EPA lab by NUWC and EPA staff.

Lessons Learned. The coordination of these independent efforts afforded an open dialogue that provided enhanced project benefits, produced habitat mapping for environmental management and provided new tools for technological advancement.

E. Northern Right Whale Project and Early Warning System, Georgia and Florida

Background. Each year from November to April, the waters off southern Georgia and northern Florida serve as calving grounds for the endangered Right Whale. The global population of these mammals is approximately 300, with about 11 calves born each year. Human impacts are believed to be retarding the recovery and growth of the population. Since the early 1990s, net entanglements and ship strikes have led to the death and injury of one or two Right Whales each year. (Photo 13) To mitigate the effect of these human activities, over flights of the

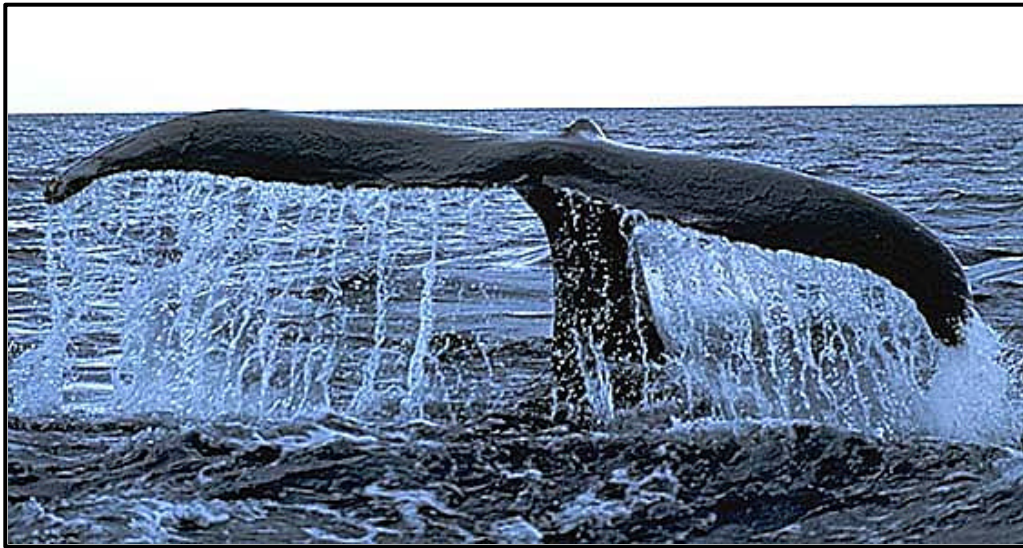


Photo 13. Whale Tail

waters off Georgia and northern Florida are conducted to locate the whales. This information is relayed to transiting vessel captains.

Military Involvement. The Navy, Coast Guard, and the USACE cooperated in this effort. Through this network, an “early warning system” on the marine radio was established to immediately inform all mariners of the presence and location of whales. Thus, captains can now avoid collisions and maintain efficient speeds into and out of the ports. The “early warning system” appears to be effective, as there have been no reported Right Whale mortalities due to ship strikes since the development of this system.

This project produced many benefits: the avoidance of collisions between whales and vessels; the gathering of information on Right Whales, and vessel movement patterns and speeds to establish further avoidance measures for shippers, Corp dredgers, Navy and Coast Guard vessels; and the fostering of the whales’ recovery in these waters.

Lessons Learned. This project demonstrates success to be achieved when a common objective is clearly defined and all the partners make a concerted effort to achieve that objective. The project was recognized with a 1997 Coastal America Partnership Award.

F. Rains Mill Dam Removal, North Carolina

Background. On December 1, 1999, the third North Carolina dam removal project in two years took place on the Little River in Johnston County, about 40 miles east of Raleigh. The Little River is a tributary to the Neuse River that empties into the Pamlico Sound. This project relied on the coordinated efforts and expertise of a variety of the partnering agencies. The State of North Carolina Division of Water Resources led the project and funded a contractor to remove the dam’s rubble after the Marine Corp demolished the dam. Rains Mill Dam Removal Team worked together for over a year to plan and implement the Rains Mill Dam removal. The Partners joined forces to provide environmental planning assistance, legal skills, and explosive/demolition expertise to develop and implement the necessary project plan and documentation for successful completion.

Rains Mill Dam, a 250-foot-long by 12-foot-high monolithic structure, was built in 1923 to provide waterpower for a gristmill on the north end and later a sawmill and cotton gin on the south end. Originally, the mill and dam were known as Baker's Mill. Upon acquisition of the mill by the M.V. Rains family in 1939, the dam became known as the Rains Mill Dam. Since 1978, the dam served no active purpose.

The removal of Rains Mill Dam resulted in the restoration of 49 miles of spawning and rearing habitat for anadromous fish species including striped bass, hickory shad, American shad, alewife, blueback herring, shortnose sturgeon, and Atlantic sturgeon. The dam's removal has also increased habitat for the endangered dwarf wedge and Tar River spiny mussels. The removal provided



Photo 14. Rains Mill Dam (top left before demolition), Explosive Removal on December 1, 1999 (right), and in the Spring After Demolition (bottom left)

environmental benefits to the anadromous fisheries resources of the Albemarle-Pamlico estuarine system.

Military Involvement. The Army Corps of Engineers funded the development of the necessary Environmental Assessment document. The dam demolition planning process with the Marines began in August 1998, before Navy Instructions were published, and culminated with the December 1, 1999 demolition with explosives. A significant innovative aspect associated with the Rains Mill Dam Project included involving active duty military personnel in a training exercise to remove the dam. Marine Corps combat engineers from Marine Corps Air Station, Cherry Point, North Carolina planned the dam's demolition and orchestrated all aspects of the event – from ordnance storage to personnel safety – as a realistic military training exercise.

The exercise focused on the use of demolition techniques on concrete structures and relied upon a series of C-4 plastic explosive detonations to reduce the concrete dam to rubble. Through collaborative efforts, the Marines and other team members leveraged their collective agency resources to successfully remove the 71-year-old Rains Mill Dam. (Photo 14)

Lessons Learned. The complexity and pre-planning needed cannot be underestimated. The Rains Mill Dam Removal Team made the following points:

- Persistence in making contacts may be necessary to find a military unit whose METL matches with Coastal America.
- Non-military members of a project team must collectively assess the environmental compliance requirements associated with a proposed project and develop a strategy for completing the necessary environmental documentation and permitting. Military units will not typically do this.
- Work cannot be performed in open competition with the private sector. The military unit must work in cooperation with other members of the project team to ensure that there is adequate documentation and coordination to address this issue. Public notices published in local newspapers and direct meeting/contacts with local contractors can satisfy this requirement.
- Careful planning of the project may provide unexpected opportunities to divide portions of the project into government activities, while accomplishing others via local contractors.
- Military units will not perform work without a "hold harmless" document, signed by an appropriate responsible official or landowner.
- It is very helpful if there is a lead state agency or local government to serve as "sponsor" for the project and to assume the legal authority to execute the needed documentation.
- Use the power of the Internet to get information sources. (Appendix H)

APPENDICES



Appendix A

MEMORANDUMS OF UNDERSTANDING AND LETTER OF COMMITMENT

Provided in this Appendix are copies of the Memorandums of Understanding (MOUs) for April 1992 and July 1994, and the Commitment to the Partnership, December 8, 1999. The MOU of 1992 is a Statement of Principles for the Coastal America Partnership to protect, restore and maintain the nation's coastal living resources and was signed by:

- Council on Environmental Quality
- Department of Agriculture
- Department of Commerce
- Department of Interior
- Department of the Air Force
- Department of the Army
- Department of the Navy
- Department of Transportation
- Environmental Protection Agency

The MOU of July 1994 is an expansion of the Statement of Principles and was signed additionally by the following:

- Department of Defense
- Department of Energy
- Department of Housing and Urban Development

The Commitment to the Partnership of December 1999 clarified the funding and administrative support for the Coastal America Partnership. The commitment was signed by:

- Department of Agriculture
- Department of commerce
- Department of Defense
- Department of Housing and Urban Development
- Department of Interior
- Department of the Air Force
- Department of the Army
- Department of the Navy
- Department of Transportation
- Environmental Protection Agency



COASTAL AMERICA

MEMORANDUM OF UNDERSTANDING

STATEMENT OF PRINCIPLES
FOR A COASTAL AMERICA PARTNERSHIP FOR ACTION
TO PROTECT, RESTORE AND MAINTAIN
THE NATION'S COASTAL LIVING RESOURCES

Background: Recognizing the need to protect, preserve and restore our living coastal heritage, the President announced the Coastal America initiative in February 1991. This initiative established a partnership for action among the four Federal agencies having primary responsibility for the management, regulation, and stewardship of coastal living resources: the Department of the Army, the Department of the Interior, the Environmental Protection Agency, and the National Oceanic and Atmospheric Administration. The President's Council on Environmental Quality coordinates the partnership. The partners are committed to a national effort which initially addresses the primary coastal concerns of habitat loss and degradation, non-point source pollution and contaminated sediments. The initiative focuses on regional activities that provide direct local and watershed action as well as national projects. Membership in the partnership is open to those agencies with statutory responsibilities for coastal resources or whose operational activities affect the coastal environment.

Purpose: The purpose of the Coastal America initiative is to protect, preserve, and restore the Nation's coastal ecosystems through existing Federal capabilities and authorities; to facilitate collaboration and cooperation in the stewardship of coastal living resources by working in partnership with other Federal programs and integrating Federal actions with state, local, and non-governmental efforts; and to provide a framework for action that effectively focuses agency expertise and resources on jointly identified problems to produce demonstrable environmental and programmatic results that may serve as models for effective management of coastal living resources.

Statutory Basis: This interagency effort operates within existing authorities and serves to link many Federal statutes that affect coastal living resources including: Clean Water Act, Coastal Zone Management Act, Fish and Wildlife Coordination Act, National Environmental Policy Act, and Water Resources Development Act of 1986. This Memorandum of Understanding does not amend or abridge any existing statutory authorities.

General Scope: Coastal America provides a forum for interagency consultation to identify possibilities for collaborative action and facilitate regional action plans to protect, preserve, and restore the Nation's coastal living resources. Initial efforts will focus on the shared coastal concerns of habitat loss and degradation, nonpoint source pollution and contaminated sediments. To facilitate program activities, the partners have established a Principals Group, a National Implementation Team (NIT), seven Regional Implementation Teams (RITs), and a Coastal America office at the President's Council on Environmental Quality. The partners will ensure their organization's adequate regional and national representation and participation in these endeavors.

Responsibilities: The Principals establish overall policy for the Coastal America Partnership. The Principals are senior policy representatives of the partnership agencies at the sub-cabinet level. The Chairman of the Council on Environmental Quality chairs the Principals Group. The group meets semiannually at a minimum.

The NIT members represent their respective agencies at national coordinating meetings, provide advice to the Coastal America office, represent Coastal America in various forums, participate on special workgroups as necessary and explore and facilitate coordination of national, inter-regional and other large-scale projects. The members are senior national-level management staff from the appropriate operating elements of the partnership agencies. The NIT is chaired by the Director of the Coastal America office. The team meets monthly at a minimum.

The RITs are the primary operating units for Coastal America and provide forums for interagency consultation and action. The RIT members identify or develop regional strategies for joint action and facilitate mechanisms for their implementation. The members are senior regional-level management staff from the appropriate operating elements of the partnership agencies. The RIT chairs are elected on a rotating basis by the respective teams. The teams meet quarterly at a minimum.

The Coastal America office serves to coordinate the activities related to the purpose of the partnership mission. The office provides the external point of contact for the partnership and facilitates the activities of the Principals, NIT and RITs. In addition, the office is a catalyst for development and facilitation of national projects and products, and education and training activities.

Funding: Each fiscal year, the partners will identify those authorities under which projects that address the primary coastal concerns and that embody multi-agency, intergovernmental participation could be funded. Projects meeting these criteria will be afforded priority within each partner's program, as appropriate.

Reports and Documentation: On an annual basis the Coastal America office will prepare and submit a progress report to the Principals which identifies management actions undertaken and evaluates the effectiveness of program activities.

Michael R. Deland 4/15/92
Michael R. Deland (Date)
Chairman, Council on Environmental Quality

Nancy P. Dorn 16 April 1992
Nancy P. Dorn (Date)
Assistant Secretary of the Army
for Civil Works

Laura S. Wilcher 16 April 92
Laura S. Wilcher (Date)
Assistant Administrator for Water
Environmental Protection Agency

Jeffrey M. Skope 6/25/92
Jeffrey M. Skope (Date)
Assistant Secretary for Policy
and International Affairs
Department of Transportation

Jacqueline E. Schaefer 28 June 1992
Jacqueline E. Schaefer (Date)
Assistant Secretary for Installations
and Environment

Ed Cassidy 16 April 1992
Ed Cassidy (Date)
Deputy Assistant Secretary
Department of the Interior

Jennifer Joy Wilson 4/16/92
Jennifer Joy Wilson (Date)
Assistant Secretary for Oceans and Atmosphere
Department of Commerce

John H. Beuter 6/2/92
John H. Beuter (Date)
Acting Assistant Secretary for
Natural Resources and Environment
Department of Agriculture

Gary D. Vail JUN 22 1992
Gary D. Vail (Date)
Deputy Assistant Secretary for Environment,
Safety and Occupational Health
Department of the Air Force



COASTAL AMERICA
MEMORANDUM OF UNDERSTANDING
STATEMENT OF PRINCIPLES
FOR A COASTAL AMERICA PARTNERSHIP FOR ACTION
TO PROTECT, RESTORE AND MAINTAIN
THE NATION'S COASTAL LIVING RESOURCES

Background: In response to the need to protect, preserve and restore our coastal heritage the Coastal America Partnership was established by a memorandum of understanding in 1992. This partnership for action is comprised of those Federal agencies with statutory responsibilities for coastal resources or whose operational activities affect the coastal environment. The partners are committed to a national effort which is guided by the concepts of ecosystem management and sustainable development in addressing primary coastal concerns, including habitat loss and degradation, nonpoint source pollution, and contaminated sediments. The Partnership focuses on regional activities that provide direct local and watershed action.

Purpose: The purpose of Coastal America is to: (1) protect, preserve, and restore the Nation's coastal ecosystems through existing Federal capabilities and authorities; (2) collaborate and cooperate in the stewardship of coastal living resources by working together and in partnership with other Federal programs, and by integrating Federal actions with state, local, tribal government, and non-governmental efforts; and (3) provide a framework for action that effectively focuses expertise and resources on jointly identified problems to produce demonstrable environmental and programmatic results that may serve as models for effective management of coastal living resources.

Statutory Basis: This interagency partnership operates within existing authorities and serves to link many Federal statutes that affect coastal living resources including but not limited to: Clean Water Act, Coastal Zone Management Act, Fish and Wildlife Coordination Act, Intermodal Surface Transportation Efficiency Act, Water Resources Development Acts, and National Environmental Policy Act. This Memorandum of Understanding does not amend or abridge any existing statutory authorities.

General Scope: Coastal America provides a forum for interagency collaborative action and a mechanism to facilitate regional action plans to protect, preserve, and restore the Nation's coastal living resources. Partnership efforts will continue to emphasize the shared coastal concerns of habitat loss and degradation, nonpoint source pollution, and contaminated sediments. Other priority issues will be addressed as appropriate. To facilitate program activities, the partners have established a Principals Group, a National Implementation Team (NIT), Regional Implementation Teams (RITs), and a Coastal America office. The partners ensure their organization's adequate regional and national representation and participation in these endeavors.

Responsibilities: The Principals establish overall policy for the Coastal America partnership. The Principals are senior policy representatives of the partnership agencies at the sub-cabinet level. The Chair of the Principals Group is designated by the Partnership. The group meets semiannually at a minimum.

The NIT members represent their respective agencies at national coordinating meetings, provide advice to the Coastal America office, represent Coastal America in various forums, participate on special workgroups as necessary and explore and facilitate coordination of national, inter-regional and other large-scale projects. The members are senior national-level managers from the appropriate operating elements of the partnership agencies. The NIT is chaired by the Director of the Coastal America office. The team meets monthly at a minimum.

The RITs are the primary operating units for Coastal America and provide forums for interagency consultation and action. The RIT members identify or develop regional strategies for joint action and facilitate mechanisms for their implementation. The members are senior regional-level managers from the appropriate operating elements of the partnership agencies. The RIT chairs are elected on a rotating basis by the respective teams. The teams meet quarterly at a minimum.

The Coastal America office serves to coordinate the activities related to the purpose of the partnership mission. The office provides the external point of contact for the partnership and facilitates the activities of the Principals, NIT and RITs. In addition, the office is a catalyst for development and facilitation of national projects and products, and education and training activities.

Funding: Each fiscal year, the partners identify those authorities under which multi-agency, intergovernmental projects can be funded. Projects meeting Coastal America criteria are afforded priority within each partner's program, as appropriate.

Reports and Documentation: On an annual basis the Coastal America office prepares and submits a progress report to the Principals which identifies management actions undertaken and evaluates the effectiveness of program activities.

James Baker 12 July 1994
 (Date)
 D. James Baker, Chair
 Under Secretary for Oceans and Atmosphere
 Department of Commerce

James Lyons 7/15/94
 (Date)
 James Lyons
 Assistant Secretary
 for Natural Resources and Environment
 Department of Agriculture

Rodney A. Coleman 7/16/94
 (Date)
 Rodney A. Coleman
 Assistant Secretary
 for Reserve Affairs, Installations and Environment
 Department of the Air Force

John H. Zirschg 7/15/94
 (Date)
 John H. Zirschg
 Acting Assistant Secretary for Civil Works
 Department of the Army

Douglas Hall 7/15/94
 (Date)
 Douglas Hall
 Assistant Secretary for Oceans and Atmosphere
 Department of Commerce

Susan F. Tierney 7/15/94
 (Date)
 Susan F. Tierney
 Assistant Secretary for Policy
 Department of Energy

Andrew Cuomo 7/14/94
 (Date)

Andrew Cuomo
 Assistant Secretary
 for Community Planning and Development
 Department of Housing and Urban Development

Bonnie Cohen 7/15/94
 (Date)
 Bonnie Cohen
 Assistant Secretary
 for Policy, Management and Budget
 Department of the Interior

Robert B. Pirie, Jr. 7/12/94
 (Date)
 Robert B. Pirie, Jr.
 Assistant Secretary
 for Installations and Environment
 Department of the Navy

Frank Kruesi 7/12/94
 (Date)
 Frank Kruesi
 Assistant Secretary for Transportation Policy
 Department of Transportation

Robert Perciasepe 7/12/94
 (Date)
 Robert Perciasepe
 Assistant Administrator for Water
 Environmental Protection Agency

Sherri Wasserman Goodman 7/15/94
 (Date)
 Sherri Wasserman Goodman
 Deputy Under Secretary for Environmental Security



COASTAL AMERICA
COMMITMENT TO THE PARTNERSHIP
DECEMBER 8, 1999

The purpose of this document is to clarify the funding and administrative support for the Coastal America partnership created by the 1994 Coastal America Memorandum of Understanding (MOU). All responsibilities of the partnership agencies outlined in this document are subject to the continuing availability of appropriated funds.

Funding/Administrative Support

Coastal America Coordinating Office

Operating Expenses - Each partnership agency is expected to annually contribute to the operating expenses of the partnership on an equitable basis through funding and/or in-kind contributions. The contributions, and any modifications thereto, shall be agreed upon by the Principals. The office operating budget and proposed program activities will be reviewed and approved annually by the Principals.

Staff - The coordinating office will be staffed by individuals on details from the partnership agencies. Core staff will include a Director, Deputy Director, Education/Outreach Coordinator, Watershed/Regional Coordinator and Secretary. NOAA will provide the Director, Army will provide the Deputy Director, EPA will provide the Education/Outreach Coordinator and Agriculture will provide the Watershed/Regional Coordinator and Secretary. Additional approved staff positions include: Learning Center Coordinator, Project Coordinator and Military Liaison. These positions will be filled by details from the partnership agencies on a rotating basis. It is also anticipated that individuals on short-term Executive Development assignments from the partnership agencies will augment the staff as needed.

Space/Administrative Support - The Department of Agriculture will provide appropriate space, phones, mail service and computer support for the coordinating office. NOAA will provide administrative support for managing the office including such activities as processing procurements, printing publications and handling travel arrangements.

National Support

All partnership activities shall be guided by the Coastal America National Operating Principles approved by the Principals Group. Consistent with their missions, partnership agencies will provide time and travel for their agency representatives to participate in Principals meetings, National Implementation Team meetings, workgroup meetings and the annual planning retreat. In addition, partnership agencies will support national project activities and staff participation in related workshops and conferences, as appropriate.

Regional Support

Regional Teams - The partnership agencies will provide staff time and travel for their agency representatives to participate in Regional Principals meetings, Regional Implementation Team meetings, the annual planning retreat and other partnership related meetings and conferences, when such meetings support the mission of the participating agency. In order to capitalize on common concerns and interests and to facilitate coordination of regional activities, the partnership will contribute, as appropriate, staff support to each region.

Regional Projects - Partnership agencies will annually identify projects and or funding sources within their existing programs that can either benefit from and/or contribute to the Coastal America partnership and will utilize the RIT process to leverage their common interests to improve project quality.

Regional Learning Centers - Coastal America has established a network of Regional Coastal Ecosystem Learning Centers to improve the public's understanding of coastal and marine issues. Consistent with their missions, partnership agencies will provide resources and support to specific Learning Centers as agreed upon at the time of their designation. The partnership agencies will periodically review and update these commitments in a manner that is consistent with agency missions, authorities, and available resources. In addition, partnership agencies are encouraged, through the RIT process, to provide technical or financial assistance, as appropriate, to learning center network activities.

Department of Agriculture

Department of the Air Force

Department of the Army

Department of Commerce

Department of Defense

Department of Housing and Urban Development

Department of the Interior

Department of the Navy

Department of Transportation

Environmental Protection Agency

Appendix B

INFORMATION PAPER ON SUPPORT FOR OTHERS

BACKGROUND:

The US Army Corps of Engineers (USACE) provides reimbursable support in engineering, environmental and construction management and other related skills to organizations, which are not part of the Department of Defense.

Customers include Federal Agencies, State, Local, Tribal and Territorial Governments, U.S. Private Firms, Foreign Governments and International Organizations.

Supporting others enables USACE to maintain and enhance its technical expertise and management capabilities. The diversity of work allows USACE to apply their project management skills and engineering, design and construction expertise in new and innovative ways.

This opportunity also serves to expand USACE's skill base, thus strengthening their ability to carry out their traditional civil works and military missions and roles.

Most USACE customers are Federal agencies who account for over 95 percent of the total program funding. USACE customers also include state, local, territorial, tribal and foreign governments; international organizations; and U.S. firms.

Subject to the specific statutes, USACE can provide program management, engineering, environmental construction management, real estate support, research and development and other related services. USACE serves as extensions of the customer agency staff. USACE often provides contract management support relying heavily on the talents of the private sector for much of the actual design and construction.

USACE can provide reimbursable support to U.S. businesses to enhance their competitiveness overseas. Additionally, USACE may work for or cooperate with the U.S. private sector in the development and application of new technology.

AUTHORITIES:

Key statutes that enable the USACE to provide assistance:

- The Economy in Government Act (31 U.S.C. 1535) for Federal Agencies
- The Intergovernmental Cooperation Act (31 U.S.C. 6505) for State and Local Governments
- The Chiefs Economy Act (10 U.S.C. Section 3036(d)) for Federal Agencies and State and Local Governments
- Section 4, River & Harbor Act of 1915 (33 U.S.C. 560) for State and Local Governments
- Civil Functions Appropriations Act of 1937 (33 U.S.C. 701(h)) for State and governments
- Water Resources Development Act of 1990 (33 U.S.C. 2314(a) and 33 U.S.C. 2323) for Technical Assistance to Private Entities
- Water Resources Development Act of 1996 (33 U.S.C. 2323(a)) for Federal Agencies and International Organizations

HOW TO CONTACT THE CORPS:

The Corps of Engineers has a home page with a wealth of information. It can be located at <http://www.hq.usace.army.mil/cecs-i/IISWWW/Web399/iishmpg.htm>.

A point of contact is Don Kisicki, Chief External Affairs Branch, Interagency and International Services Division, Directorate of Military Programs, US Army Corps of Engineers, phone 202-761-4273 and email donald.r.kisicki@usace.army.mil.

Mailing address is:

Headquarters, US Army Corps of Engineers
ATTN: CEMP-NE
441 G Street, NW
Washington, DC 20548

Appendix C

INFORMATION PAPER

ON

REQUESTS FOR TRANSPORTATION SUPPORT USING

THE ECONOMY ACT

BACKGROUND:

The Department of Defense (DoD) receives many transportation requests for worthwhile projects. The DoD, however, is prohibited by law from providing airlift to non-DoD activities unless it is: (1) of an immediate emergency or lifesaving nature, (2) in direct support of the DoD mission, (3) specifically authorized by statute, or (4) requested by the head of an executive agency of the federal government pursuant to the Economy Act (31 U.S.C. 1535 and 1536).

ECONOMY ACT REQUEST PROCEDURES:

Address. Executive agencies of the Federal Government should send requests to the Office of the Assistant Deputy Under Secretary of Defense for Transportation Policy, 3500 Defense Pentagon, Washington, DC 20301-3500.

Content. Requests must contain all the pertinent details of the requested support. This might include such things as travel times, names, titles, positions, and Social Security numbers of travelers, number of pieces, weight and cube of any cargo, special requirements for cargo or passenger (e.g., hazardous cargo, handicapped passengers, prisoners), etc. In addition, the requester must certify that: (1) the support requested is in the national interest; (2) commercial transportation is not available or is otherwise not satisfactory (explain why); and, (3) that DoD will be reimbursed for the service performed. An Economy Act request for transportation must include a fund cite or the name and address of the person responsible for payment.

National Interest, Level of Certification. Requests must be signed at appropriate levels. Only officials at the highest levels, with a clear view of how their agencies' missions interact with other agencies' missions, and how together they support national objectives, can determine if a project is in the national interest. They must also have the authority to commit agency funds. These officials are, for example, at least at the Assistant Secretary level, or the Administrators or Deputy Administrators of separate agencies such as NOAA, FAA, or NASA.

Unavailability of Commercial Transportation. It is both national policy (OMB Circulars A-76 and A-126, and NSDD 280) and DoD policy (DoDD 4500.9) to use commercial transportation to the fullest extent. Government agencies may not compete with commercial interests. Therefore, requesters must certify that commercial transportation capable of meeting their mission requirements is not available.

Official Use Only. DoD aircraft and vehicles may only be used for official purposes (31 U.S.C. 1344). Therefore, the determination of national interest and non-availability of adequate commercial transportation are crucial.

Reimbursement. Several laws require reimbursement. Title 31 U.S.C. Section 1301 says funds may be used only for the purpose for which they were appropriated, so DoD may not expend funds to support another organization's mission. If a common user such as Air Mobility Command (AMC) aircraft provides the transportation, it is funded by a working capital fund and, by law, must be reimbursed by the user (10 U.S.C. 2208). Finally, the Economy Act itself requires reimbursement. An Economy Act request for transportation must include a fund cite or the name and address of the person responsible for payment.

Nongovernmental Organizations. Occasionally a nongovernmental organization will request DoD transportation support. They may be supported pursuant to the Economy Act if the requested transportation is in direct support of the mission of another federal executive agency. The formal request must come to the DoD from the federal executive agency, and not from the nongovernmental organization. Pursuant to the Economy Act, reimbursement must be made to the DoD by the other federal executive agency, who may, in turn, require reimbursement from the nongovernmental agency pursuant to the User's Act (31 U.S.C. 9701). Other criteria still apply, i.e., it must be in the national interest and commercial transportation must not be available.

In Summary. Requests to use DoD resources to transport non-DoD goods and personnel must be sponsored by a federal government executive agency. Requests must be signed by responsible senior officials of the requesting agency to certify that movement is in the national interest, that commercial transportation is not adequate, and that reimbursement will be provided.

Appendix D

SELECTED MILITARY AIRLIFTS OF MARINE MAMMALS 1992-2000

7/7/92 USCG C-130 from Air Station Elizabeth City, North Carolina transported one Juvenile Pilot Whale (400 pounds + gear and personnel) from Wallops Island (NASA), Virginia to the Baltimore Washington International Airport (BWI) for transport to the National Aquarium in Baltimore for rehabilitation.

9/92 USCG Delphine Helicopter from Air Station Cape May, New Jersey transported one Striped Dolphin (150 pounds + gear and personnel) from Atlantic City, New Jersey to the inner harbor of Baltimore for transport to the National Aquarium in Baltimore for rehabilitation.

11/26/93 USCG Delphine Helicopter from Air Station Cape May, New Jersey transported one Juvenile Pygmy Sperm Whale (210 pounds + gear and personnel) from Atlantic City, New Jersey to the inner harbor of Baltimore for transport to the National Aquarium in Baltimore for rehabilitation.

5/2/94 U.S. Navy C-2 VRC-40 “rawhides” from Oceana, Norfolk, Virginia transported a Pygmy Sperm Whale (340 pounds + gear and personnel) from BWI Baltimore to St. Augustine, Florida for continued rehabilitation and eventual release to the wild off Cape Canaveral, Florida.

5/2/94 USCG Delphine Helicopter from Air Station Cape May, New Jersey transported one Juvenile Harbor Porpoise (100 pounds + gear and personnel) from USCG station Ocean City, Maryland to the inner harbor of Baltimore for transport to the National Aquarium in Baltimore for rehabilitation.

9/13/94 USCG J-Hawk Helicopter from Air Station Elizabeth City, North Carolina transported one juvenile Bottlenose Dolphin (150 pounds + gear and personnel) and one juvenile Pygmy Sperm Whale (100 pounds + gear and personnel) from Virginia Beach, Virginia to Baltimore’s Oriole Park parking lot for transport to the National Aquarium in Baltimore for rehabilitation.

10/5/94 USCG C-130 from Air Station Elizabeth City, North Carolina transported one Florida Manatee (1400-pound + gear and personnel) from BWI in Baltimore to Orlando, Florida for continued rehabilitation and eventual release off Cape Canaveral, Florida.

9/27/97 U.S. Navy C-2 VRC-40 “rawhides” from Oceana, Norfolk, Virginia transported one Pygmy Sperm Whale (450 pounds + gear and personnel) from Virginia Beach/Oceana to BWI for transport to the National Aquarium in Baltimore for rehabilitation.

9/98 USCG C-130 from Air Station Elizabeth City, North Carolina transported one Gray Seal (160 pounds + gear and personnel) from Martin State Airport, Baltimore to OTIS Air Force Base for release off of Cape Cod, Massachusetts.

1/27/99 USCG Falcon Jet from Air Station Cape Cod, Massachusetts transported one Harbor Porpoise (100 pounds + gear and personnel) from Logan Airport, Massachusetts S to Martin State Airport, Maryland for transport to the National Aquarium in Baltimore for rehabilitation.

6/11/99 U.S. Navy C-2 VRC-40 “rawhides” from Oceana, Norfolk, Virginia transported a Harbor Porpoise (120 pounds + gear and personnel) from BWI, Baltimore to Groton, CT for pre-release at Mystic Aquarium and subsequent release off Gloucester, Massachusetts.

7/10/00 U.S. Navy C-2 VRC-40 “rawhides” from Oceana, Norfolk, Virginia transported a common dolphin (150 pounds + gear and personnel) from Atlantic City, New Jersey to Groton, Connecticut for transport to the Mystic Aquarium for rehabilitation.

* Another level of assistance often used with the military is survey work of marine mammals for research or pre-stranding assessment. In the past a USCG group at Cape May, NJ flew fisheries patrols to assess the abundance of dolphins off Delaware and to search for a humpback whales that were entangled in fishing gear. The Civil Air Patrol and the USCG Auxiliary have also helped in these types of missions, which in some cases are equally important to animal transport needs.

Appendix E
INFORMATION PAPER
ON
INNOVATIVE READINESS TRAINING (IRT) PROGRAM

**Guidelines from the Office of the Assistant Secretary of Defense
for Reserve Affairs (Selected Portions)**
(http://raweb.osd.mil/initiatives/irt_guidelines.htm)

General

These guidelines apply to any IRT project conducted under the authority of Section 2012 of Title 10, U.S. Code and DoD Directive 1100.20, dated January 30, 1997. A General/Flag Officer level signature is required on all project submissions. Each State and Organization have unique and specific legal requirements, therefore a legal review must be accomplished for each project to ensure that these legal requirements are satisfied. DoD and military leadership must ensure that they afford only the best support and services to the civilians they serve.

- A. PROGRAM TITLE:** Civil-Military Innovative Readiness Training (IRT). This program is a partnership between requesting community organizations and the military; therefore resource support is a “shared” responsibility. Individual IRT Projects provide commanders another option to meet their mobilization readiness requirements, enhancing morale and contributing to military recruiting and retention. As in overseas deployments, these projects should be incorporated into future unit training plans and budgets.
- B. FUNCTIONAL AREAS:** Engineering, Medical/Healthcare/Human Services, Transportation
- C. AUTHORITY:** Department of Defense Directive 1100.20, “ Support and Services for Eligible Organizations and Activities Outside the Department of Defense,” January 30, 1997.
- D. TERM AND CONDITIONS:** Approval to execute these projects is based on the following terms:

All IRT project submissions shall: (Note: the following 9 factors cover both guidelines (1-4) and requirements (5-9))

1. Consist of activities essential to the accomplishment of military readiness training and offer incidental benefits to the community in which the training activities occur.
2. Provide support and services that: (a) in the case of assistance by a unit, will accomplish valid unit training requirements; and, (b) in the case of assistance by an individual member, will involve tasks directly related to the specific military occupational specialty of the member and fall within the member's scope of duties.
3. Be conducted in a Federally funded training status under Title 10 or Title 32, U.S.C.
NOTE: The Federal Tort Claims Act applies to personnel operating within the scope of his or her duty for approved IRT projects for members in Title 10 or Title 32 status.
4. Not endorse, or favor any non-governmental entity (whether profit or non-profit), commercial venture, religion, sect, religious or sectarian group, or quasi-religious or ideological movement.
5. Identify a military officer responsible for conducting each project who will be responsible for:
 - a. Obtaining all required documents for package submission, and
 - b. Coordinating with other Service/Component POCs participating in the project (to include gathering final project costs for After Action Reports).
6. Include certification of non-competition with other available public and private sector service organizations.
7. Include review and endorsement by the military:
 - a. Staff Judge Advocate/Legal Officer
 - b. United States Property and Fiscal Officer (USPFO) or Federal Budget Officer responsible for obligating and disbursing federal funding to verify that:
 - [1] supplies and equipment items are on the GSA schedule or local purchase and that the prices are fair and reasonable
 - [2] estimated cost for each project is delineated by Operation and Maintenance (O&M) and Pay and Allowances (P&A) for each Service or Component participating
 - [3] fiscal accountability be in accordance with current comptroller directives
 - c. Plans, Operations and/or Training officials
 - d. Medical, Nursing, or Dental officials (if applicable) for regulation compliance
 - a. Adjutant General of the project state(s)
 - b. Inter-governmental agencies (if applicable)

8. Include (if applicable)
 - a. Appropriate Environmental Protection Documentation
 - b. Coordination with the Army Corps of Engineers
 - c. Land Use Agreements
9. Identify emergency evacuation of civilians (if applicable) by other than military vehicles, except in the event of a life threatening emergency or other exigent circumstance as authorized by Military Service Regulation.

All Medical IRT project submissions not included in this Appendix. See http://raweb.osd.mil/initiatives/irt_guidelines.htm

E. PROGRAM MANAGEMENT: The DoD program sponsor is the Office of the Assistant Secretary of Defense for Reserve Affairs, responsible for policy and guidance oversight.

1. OASD/RA will not approve incomplete package submissions.
2. Organizations may not conduct projects without OASD/RA approval.
3. OASD/RA will provide Memorandums of Agreement (MOAs) to organizations at the beginning of each FY after overall project approvals.

F. FUNDING AND COST ACCOUNTING:

1. OASD/RA may allocate supplemental funds to Service and Component Fiscal Points of Contact (POCs).
2. Project Lead Agents are responsible for identifying all funds and Fiscal POCs to receive the funding.

(NOTE: Services and Components cannot transfer the OASD/RA programmed MILPERS funding from one Service/Component to another, therefore OASD/RA must be able to program to the correct source at the start of the fiscal year)

3. Project Lead Agents are responsible for reporting total project cost to OASD/RA, using After Action Reports (AARs) as described, below.
4. Services and Components are responsible for identifying a procedure that determines whether conducting the IRT project causes a “significant increase in the cost of training “ (DoDD1100.20, para D4b(3)).

G. AFTER ACTION REPORTS FOR OASD/RA:

1. Forward to OASD/RA no later then 60 days after project completion.
2. Participating units shall forward their AAR information to project Lead Agents no later then 30 days after project completion.
3. Use the following format for mandatory information:
 - a. Identify project name with location(s) and date(s).
 - b. Identify the number of military participants in each grade category by Service/Component and Unit. For example:

Grade Category	Service/Component	Number of Participants	Unit(s)
Enlisted	AFRC	20	Red Horse
Officer	MARFORRES	2	4 th FSSG

- c. Identify the type of service(s) with numerical data. For example:

Type of Service	Numerical Data
Water Transportation, LCM-8	# of hours logged
Airlift by Aircraft	# of hours logged
Dental	# of patients

- d. Identify all fiscal obligations (O&M and P&A) used to support the entire project. Delineate OASD/RA funding obligations from Service/Component funding obligations.
 - e. Include any media/public affairs activities and community, state, or congressional involvement.
 - f. Include any other relevant information.

I. POINT OF CONTACT:

The OASD/RA POC for IRT is Colonel Diana Fleek at (703) 693-8618, DSN 223-8618, FAX (703) 697-6072, email: dfleek@osd.pentagon.mil

Appendix F

MILITARY AND COASTAL AMERICA POINTS OF CONTACT AS OF JANUARY 2001

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Appendix G

COASTAL AMERICA PROJECT LISTING WITH MILITARY INVOLVEMENT

Existing and Potential Military Projects are listed below in the order of Coastal America Regions:

Alaska Regional Implementation Team (AKRIT)

Barneby's Milkvetch Rare Plant Protection Project
Chester Creek Restoration Project
Duck Creek, Alaska, Restoration
Harlequin Duck Habitat Contamination Studies
Historical Biodiversity at Remote Air Force Sites
Kenai River Resource Protection and Education
Polar Bear Plan and Training Video
Neotropical and Seabird Habitat Enhancement by Rat Eradication
Hydro-acoustic SAV Mapping
Valdez Harbor Structural Improvements

Great Lakes Regional Implementation Team (GLRIT)

Restoration of the Cat Island Chain
Little Lake Butte des Morts
Paw Paw Lake Sea Lamprey Barrier
Pensaukee Harbor
Princeton Dam Habitat Restoration

Gulf of Mexico Regional Implementation Team (GMRIT)

Apalachicola River Slough Restoration
Arkansas NWR Shoreline Protection
Armand Bayou Wetland Restoration (Detention Basins)
Arroyo Colorado (NPS Prevention Project)
Bayou Savage NWR Marsh Habitat Restoration
Calcasieu River and Pass Restoration
Cape San Blas Dune and Habitat Restoration
Christmas Bay Habitat Restoration
Clear Creek Wetland Restoration Project
Clear Lake Watershed, Habitat Restoration
Cockroach Bay
Galveston Bay Oyster Reef Creation
Hurlburt Field Saltmarsh Development
Hurlburt Field Stormwater Treatment Pond
Loggerhead Sea Turtle Hatching Disorientation
Matagorda Island Marsh Restoration
Mobile Bay – Delta Wetlands Restoration

Robinson Lake Levee Restoration
Sabine Lake
Salt Bayou, McFaddin Wetlands, Texas
Santa Rosa Island Dune Restoration
Shamrock Island Preservation/Restoration Project
Shell Island Dune Habitat Restoration
West Galveston Bay Seagrass Restoration

Mid-Atlantic Regional Implementation Team (MARIT)

Back River Shoreline Restoration
Barren Island Wetland Restoration
Bolling AFB Potomac Shoreline Restoration
Fisheries Habitat Restoration: Raising Public Awareness and Action through Restoration
of Seagrass Habitat and Seahorse Reintroduction
Ft. McHenry Tidal Wetland Restoration
Great South Bay Shellfish Habitat Restoration
Langley AFB Shoreline Rehabilitation
Lincoln Park
Little Falls Dam Fish Passage Project
Long Range Natural Resources Management Plan
Lower Cape May Meadows – Cape May Point, Feasibility Study
Poplar Island Restoration
Restoring Chesapeake Bay Oyster Community
Storm Drain Planning and Restoration
Tangier Island, Shoreline Protection and Aquatic Restoration Studies

Northeast Regional Implementation Team (NERIT)

Abandoned Dredge Material Disposal Sites
Allins Harbor
Argilla Road Salt Marsh Restoration Project
Asheoulet River
Awcomin Saltmarsh Restoration
Ballard Street Saltmarsh Restoration
Bellingham Town Common Wetlands Restoration
Billings Creek Salt Marsh Restoration
Blackstone River Reconnaissance Study
Boston Harbor Eel Grass Restoration
Boyd's Marsh
Bride Brook
Broad Meadow Saltmarsh Restoration
Cape Cod Coastal Wetlands Investigation
Cherrifield Dam Fish Ladder
Clark Island Portsmouth Naval Shipyard
Cobboseecontee Stream
Connecticut Coastal Embayment
Connecticut Coastal Salt Marsh Studies

East Branch Sebasticook River
East Machias Dam and Power Plant
Falkner's Island
Galilee Bird Sanctuary
Joppa Flats Salt Marsh Restoration
Kingston Town Landing Salt Marsh
Little River Salt Marsh Restoration
Long Island Sound Habitat Restoration
Mohegan Tribe Coastal Management Plan
Narragansett Bay Eelgrass Restoration
Navy Eelgrass Remote Sensing
New England Coastal Contaminated Sediments
Neposet Baker Dam
Neposet River Salt Marsh and Watershed
New England Aquarium Teacher=s Sabbatical Program
NML-Bourne Salt Marsh
North Archer's Mill Fishway
Right Whale Support
Run Pond Salt Pond
Sachuest Point Saltmarsh Restoration
Sagamore Salt Marsh Restoration
Salt Pond at Bayview Street
Slater Mill
St. George River Fish Passage
Sybil Creek (Saltmarsh Project)
Traphole Brook
West River

Northwest Regional Implementation Team (NWRIT)

Duwamish Waterway Turning Basin #3
Goldsboro Creek Restoration
Jim Creek Fish Hatchery/Fish Ladder and Monitoring
Little Clam Intertidal Restoration
Trestle Bay Restoration, Columbia River Estuary, Oregon
Umpqua North Spit Snowy River Habitat Wetland Creation

Pacific Islands Regional Implementation Team (PIRIT)

Hanalei Heritage River

Southeast Regional Implementation Team (SERIT)

Ace River Basin
Atlantic White Cedar Ecosystem Restoration
Banana River Shoreline Stabilization
Beach Erosion/Dune Stabilization
Black Bear Swamp Habitat Protection
Cape Fear Lock and Dam No. 1 Fish Ladder, North Carolina
Catano Bay/San Juan Harbor Project
Fort Pierce Dredged Material
Latham River Restoration
Los Manchos Mangrove Restoration
Lost Creek Restoration
Manatee Protection at Locks
Mitigation to Anadromous Fish Migration
Munyon Island
Rains Mill Dam Removal
Right Whale Early Warning System
Right Whale Protection
San Juan Harbor Dredged Material
Wetland Assessment/Restoration
Wetland Restoration
Wilmington Harbor Ocean Bar Channel, NC

Southwest Regional Implementation Team (SWRIT)

Ballona Wetland Environmental Restoration
Bolsa Chica (Fieldstone) Wetland Restoration
Coastal Mule Deer Management Plan
Hamilton Army Airfield Wetland Restoration
Lower Newport Bay Harbor Aquatic Ecosystem Restoration
Mare Island Habitat Restoration
Marine Mammals Management
Naval Postgraduate School Dune Restoration
Prospect Island Restoration
Riparian Woodlands Restoration
Sonoma Baylands Tidal Wetlands Restoration

Appendix H

REFERENCE WEB SITE LOCATIONS

Economy Act: For a copy of the Title 31, Section 1535, Agency Agreements, and 1536, Crediting Payments from Purchases between Executive Agencies, go to <http://law2.house.gov/>, and search on Economy Act as key words and use Title 31 and Section 1535 and 1536.

IRT Legislation: For a copy of the Title 10, Section 2012, Support and Services for Eligible Organizations and Activities Outside the Department of Defense, go to <http://law2.house.gov/>, and search on Training as a key word and use Title 10 and Section 2012.

DoD Directive 1100.20, Support and Services for Eligible Organizations and Activities Outside the Department of Defense go to <http://web7.whs.osd.mil/corres.htm>. Search on DOD Directive 1100.20.

Army Regulation ER 1140-1-211, Work for Others – Support For Others: Reimbursable Work, 22 June 1992 can be located at <http://www.usace.army.mil/inet/usace-docs/eng-regs/er1140-1-211/toc.htm>.

IRT Guidelines: More information on the background and guidelines for IRT projects can be obtained at <http://raweb.osd.mil/initiatives/irt.htm>. Army, Navy, and Air Force implementing documents are linked to this page.

